

**Concordia University
Faculty of Commerce and Administration
Faculty Council Minutes
Friday, May 24, 1996**

Present: M. Anvari (Chair)
A. Ahmad (Fina.), G. Anderson (CASA), B. Ashforth (Mana.), V. V. Baba (Mana.), M. Bahula (Reg.), T. Balazic (CASA), D. Ballou (DS&MIS), C. Bayne (DS&MIS), A. Del Bianco (CASA), G. Côté (Reg.), D. Doreen (DS&MIS), J. Etezadi (DS&MIS), S. Fata (CGSA), T. Geha (CASA), Z. Gidengil (Mktg.), J. Hall (Mana.), A. Hochstein (MBA), S. Hoffman (Lib.), M. Ibrahim (Acco.), A. Lavack (Mktg.), T. Lituchy (IBUS), R. A. Long (Acco.), J. McIntosh (Econ.), D. Morin (Assoc. Dean), T. O'Connell (CSB&ES), R. J. Oppenheimer, F. Rashkovan (Mana.), P. Regimbald (Reg.), J. A. Rosenblatt (Assoc. Dean), I. Sinclair (CGSA), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), K. Tsolakos (CASA), N. Urgain (CASA), P. Varson (Fina.), L.-P. Vezina (CASA), J. Woodrow (Comp. Serv.)

Absent with regrets: A. Brodt, T. Bui, S. Goyal, G. Martin R. Molz, P. E. Pitsiladis

I **Call to Order**
The meeting was called to order at 9:05.

The new CASA and CGSA executive introduced themselves to Council members and the Chair introduced R. Martin, M. Bahula and G. Côté from the Office of the Registrar.

I **Closed Meeting**

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III **Open Meeting**

IV **Approval of Agenda - CAFC-96-04A**

IT WAS MOVED BY J. HALL AND SECONDED BY R. A. LONG THAT FACULTY COUNCIL APPROVE THE AGENDA, CAFC-96-04A, AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V **Approval of the Minutes - CAFC-96-03M**

IT WAS MOVED BY K. TSOLAKOS AND SECONDED BY V. V. BABA THAT THE MINUTES OF THE FACULTY COUNCIL HELD FRIDAY, MAY 3, 1996, CAFC-96-03M, BE APPROVED WITH THE FOLLOWING AMENDMENT: PAGE 6, ITEM 5 SHOULD READ ...A FOUR YEAR PERIOD.

THE MOTION WAS CARRIED UNANIMOUSLY.

VI **Chair's Remarks and Question Period**

The Chair welcomed the new student executives and invited all Council members to attend the afternoon open faculty meeting where the screening of the newly released French recruitment video will take place.

With regard to the AACSB accreditation process, he reported that the self-appraisal dossier would

be submitted to the AACSB Peer evaluation team within the next two weeks. A number of open information sessions will be scheduled during the summer to prepare faculty and staff for the team visit to the Faculty which is tentatively scheduled to take place October 27, 28 and 29. He noted the value of the data collected about the Faculty in preparing the self-appraisal dossier and expressed his optimism regarding a successful outcome to the process.

With regard to the University budget, the Chair recommended that Council members review the 1996-97 operational budget in the *Thursday Report*. This year's \$12.5M cut will be followed by a similar cut next year, however, the impact of this year's cut has been reduced with the implementation of the Faculty and Librarian Retirement Incentive Plan. Seven members of the Faculty have opted for the plan. He reported that the next step in the University budget process would be the analysis of the individual Faculty Planning and Budget reports to develop the University priorities for funding.

The Chair congratulated the Management Department research team comprised of Professors Ashforth, Baba, Jamal, and Johns for being awarded another major FCAR grant and Professor L. Kryzanowski who was awarded the Prix d'Association canadienne-française pour l'avancement des sciences/Caisse de dépôt et de placement du Québec 1996.

It was agreed that the departments of the Computer Science and Modern Languages would be requested to appoint representatives to the 1996-97 Faculty Council.

In conclusion, the Chairs urged faculty members to attend the spring convocation on June 18th and to participate in the Grad Finalé organized by the Alumni office on June 20th in the McConnell building atrium from 5:00 p.m. - 7:00 p.m.

VII **Faculty Council Elections** - There were no Faculty Council Elections.

VIII **Business arising from previous meeting**
There was no business arising from the previous meeting

VIX **Report: Commerce Undergraduate Curriculum Committee - CAFC-96-04A-01**
D. Morin made a detailed presentation of all the proposed revisions contained in document CAFC-96-04A-01. She provided a history of the curriculum revision process and the rationale for the specific changes in each department's major program comparing each old program with the proposed program. She noted that the changes reflect the elimination of the courses and programs which did not attract enrolment. The viability of each program was the chief consideration in making the revisions. She advised that a booklet for new students would be prepared to ensure they are aware of the changes and implications of the revisions on their career choices.

It was agreed that a note would be added to the document which stipulates that the trailer sections would be eliminated over time.

She noted that the first phase of the curriculum revision was the approval of the new core, the second phase is the approval of the revised program majors and the third phase will be the revision of the Bachelor of Administration. She reported that the committee is working on the implementation of the new core for September 1996, the development of the new student guide and a proposal for a revised mandate for the curriculum committee which will be brought to Faculty

Council in September.

In conclusion, D. Morin described the process of the Faculty's curriculum revision which began in February 1995 when it was decided to do the revisions in two steps. The first step was to change the core which was approved in September 1995. The next step involved the departments reviewing their major programs which began in October 1995 following the procedural guidelines provided by the Curriculum Committee. The committee received the first drafts and returned them with comments to the departments. This was followed by a number of open sessions where the department representatives presented their proposals. The feedback was then discussed and revisions were made. The proposed revisions were then forwarded to the Faculty Academic and Planning Committee which gave unanimous approval and finally, the Faculty Council is being asked to give approval. She thanked the Chairs and the department representatives for their efforts in the process.

It was suggested that the revised mandate of the Curriculum Committee provide for a representative from the International Business program and one from the Department of Economics which is the only major that has not been revised.

IT WAS MOVED BY M. SHARMA AND SECONDED BY J. HALL THAT FACULTY COUNCIL APPROVE THE CURRICULUM REVISIONS PRESENTED IN DOCUMENT CAFC-96-04A-01.

With regard to a proposal from the Department of DS&MIS to add DESC 477 and DESC 375 as electives to group A, page 7 of the department curriculum submission, D. Morin reported that the Curriculum Committee has not had the opportunity to consider this issue. It was confirmed that the Department of DS&MIS had not approved this addition. It was agreed that the amendment be considered by the Department, the Undergraduate Curriculum Committee and the Faculty Planning and Priorities committees and be brought back to the September Faculty Council for approval.

It was suggested that the approval of the Finance Department curriculum revision be withheld until some agreement is reached between the Finance Department Appraisal Committee and the Undergraduate Curriculum Committee. The Appraisal Committee recommends a reduction in the number of Finance courses to be offered while the Undergraduate Curriculum Committee proposes an increase in the number of courses. The practicality of revising a program without the benefit of the recommendations of the Appraisal Committee was questioned. It was pointed out that the processes of the University occur in various stages which are ultimately integrated. The recommendations of the final report of the Appraisal Committee will be given consideration by the Department who will in turn make recommendations to the Undergraduate Curriculum Committee. With regard to the suggestion that the approval be delayed until September to allow time for the Appraisal Committee to submit their report, it was agreed that the Finance revision be approved along with those of the other departments. In the event that the Appraisal Committee's report recommends curriculum changes, the Undergraduate Curriculum Committee will consider them prior to the September Faculty Council meeting.

In response to a question about the viability of the revised major in Operations Management, D. Morin reported that the department has a plan for recruitment in collaboration with the recruitment efforts of the Office of the Associate Dean, Undergraduate Programs, for the development of the major. The program will be periodically evaluated to ensure that it is proceeding successfully. With regard to a question about the new course content in the Operations Management major, Dr. Morin explained that all the DESC 325 courses are new and more relevant courses that would

be expected to attract students who are management oriented rather than mathematics oriented.

It was confirmed that there was strong support from the Arts and Science Faculty for the 15 credit Marketing Option for non-Commerce Students. In response to a question about MARK 490, it was explained that the course had not been deleted, rather the name of the course has been changed to reflect the actual course content to Strategic Marketing Planning MARK 495.

With regard to the minor in Entrepreneurship and Small Business Management, it was explained that the deletion of the Entrepreneurship course reflects the revision of the core which makes Entrepreneurship compulsory for all students.

With regard to the International Accounting course designed for the international business students, it was suggested that a course of this nature be offered to all accountancy students. D. Morin advised that international concepts are integrated in other accountancy courses.

With regard to a request for ideas as to how to save paper in future curriculum revision processes, it was suggested that one copy of the document be provided to each department for copying on demand or to use e-mail distribution. In response, D. Morin asked if Council would find it acceptable if only the summary were distributed.

The Chair called the question. As a point of clarification he stated that it was understood that the Departments of DS&MIS and Finance were expected to make amendments to their submissions at the September meeting of Council based on the deliberations of the DS&MIS Curriculum Committee and the recommendations of the Finance Appraisal committee respectively.

THE MOTION WAS CARRIED UNANIMOUSLY.

The Chair stated that the unanimous approval of the revised core and the revised program majors is an accomplishment to be proud of and he thanked his colleagues for their tireless efforts.

It was suggested that the Undergraduate Curriculum Committee consider the implications of the revision on external agencies, such as the Institute of Canadian Bankers, who rely on Faculty courses.

X

Report: Graduate Programs, Research and Program Evaluation

T. J. Tomberlin reported that the Research Committee has made the following recommendations for seed grants : the regular seed grant will be raised from \$3,000 to \$5,000; the M.Sc. Thesis grants and the MBA Research grants will be a maximum of \$3,000 and \$2,000 respectively - budgets are expected to be realistic and directly related to the research being conducted. He reported that SSHRC has mandated the universities to replace the international travel grant program for Canadian faculty members who are on international committees who need to travel. The call for international travel has just been sent out with the adjudication taking place next week; the call for fall grants will be distributed early in September to allow more time for proposal development.

With regard to the appraisal process, T. J. Tomberlin reported that a University Appraisal Team will replace the former Faculty Committee structure. The team will have twelve members - nine from the Faculty of Arts and Science and two each from Engineering and Computer Science and Commerce and

Administration. He noted that a government directive prohibits members of the unit being appraised sitting on the University Appraisal Committee. He reported that the Faculty of Arts and Science and the Faculty of Fine Arts have completed their cycle of appraisals and the Faculty of Engineering and Computer Science will complete the cycle following the old system this year. With regard to the Faculty of Commerce and Administration he reported that the Faculty Committee for the appraisals for the DIA/DSA program is expected to make their recommendations in the early fall. The Faculty appraisals for the Departments of Management, Accountancy, including the Diploma in Accountancy and DS&MIS will be appraised under the new system. He explained that since the Faculty is the only one under the new system, an exception has been made which calls for three representatives from the Faculty to sit on the University Appraisals Committee who would serve a two to three-year term.

XI **Report: External Affairs and Executive Programs**

There was no report.

XII **Reports from Faculty Representatives on University Committees**

1. **University Senate**

T. J. Tomberlin reported that at the last meeting the provisional operating budget for 1996-97 was discussed and tabled and the undergraduate curriculum proposals of the University were adopted.

2. **Arts and Science Faculty Council**

A. Ahmad commented on the discussion which took place at the last meeting of Council regarding the motion from the Arts and Science Faculty about FALRIP where reference was made to the role of the Department of Modern Languages. He suggested that Council members take care in future to ensure that they clearly understand the issues involved when making their input and to keep in mind the value of maintaining harmonious relationships with all units of the University.

3. **Senate Academic Planning and Priorities Committee**

The Chair reported that the committee would meet next Thursday to receive the Planning and Budget Reports of all the Faculties which will be the basis for budgetary allocation.

4. **Senate Academic Programs Committee**

T. J. Tomberlin reported that Senate Academic Programs Committee has agreed to receive the Faculty's curriculum revisions in the fall.

5. **Senate Research Committee**

There was nothing to report.

6. **Senate Academic Services Committee** - There was no report.

7. **University Library Committee** - There was no report.

8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.

9. **Computer Resource Committee** - There was no report.

10. **Board of Governors** - There was no report.

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11. **Council of Graduate Studies** - There was no report.

Reports from Student Associations

1. **C.A.S.A. Report**

K. Tsolakos reported on the success of the graduation ball held May 10th. A proposal to combine the graduation ball with the Engineering and Computer Science Faculty is being considered for next year. The ball was followed by a graduation weekend get-away which may become an annual event. She announced that the CASA lab on the ninth floor is in full operation. In conclusion, she announced that the three major goals established by CASA are: (1) to combat student apathy, (2) to increase on-campus recruiting, (3) to increase external exposure. CASA will host the Undergraduate Business Games and two conferences are being planned during 1996-97.

2. **C.G.S.A. Report**

I. Sinclair reported the concern of the students regarding the reduction in the core and elective offerings. The Chair responded that the reduction of sections reflects the Faculty's adherence to the spirit of the planning principles of the University. He advised that he was sensitive to the concerns of the students. Discussions with McGill to facilitate our students registration in MBA elective courses have taken place.

XIV

New Business

1. **Draft FC&A Planning and Budget Report to SCAPP - CAFC-96-04A-02**

T. J. Tomberlin explained that the process of preparing the report began with the five planning principles of the Rector and Vice-Rector which were adopted by Senate. He reviewed the principles listed on page five and the course of action followed by the Faculty on page six and highlighted the major sections of the report. He reported that the next step would be to present the draft report tabled by Council to the SCAPP on Thursday which along with the reports of the other Faculties would feed into the budget discussions at Senate on Friday. The final edition of the Planning and Budget reports are expected to be submitted early in the fall. In the meantime the consultative process within the Faculty regarding the content of the document would be developed.

The Chair noted that the report has been reviewed by the Faculty Planning and Budget committee on two occasions and many of their recommendations have been incorporated.

IT WAS MOVED BY J. A. ROSENBLATT AND SECONDED BY T. J. TOMBERLIN THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO A. SATIR, A MEMBER OF THE FACULTY PLANNING AND BUDGET COMMITTEE.

THE MOTION WAS CARRIED UNANIMOUSLY.

With regard to a numerical correction in the number of leaves in the Department of Marketing, assurances were given that all figures in the document will be verified. The efforts of J. A. Rosenblatt and T. J. Tomberlin who are responsible for preparing the report were applauded.

A discussion of the consultative process ensued. It was agreed that a number of open meetings be scheduled during the summer. In addition, the document would be discussed in the departments and programs during the summer. Feedback would be directed to the Faculty Planning and Budget committee.

IT WAS MOVED BY V. V. BABA AND SECONDED BY F. RASHKOVAN THAT THE FACULTY PLANNING AND BUDGET REPORT, CAFC-96-04A-02, BE RECEIVED AND TABLED. FEEDBACK WOULD BE SOUGHT FROM THE VARIOUS DEPARTMENTS, PROGRAMS AND UNITS OF THE FACULTY WITH THE REVISED DOCUMENT TO BE BROUGHT TO THE FIRST MEETING OF FACULTY IN SEPTEMBER FOR APPROVAL.

THE MOTION WAS CARRIED UNANIMOUSLY.

2. **International Business Annual Report to Faculty Council- CAFC-96-04A-03**

IT WAS MOVED BY P. REGIMBALD AND SECONDED BY D. MORIN THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO TERRI LITUCHY, DIRECTOR, INTERNATIONAL BUSINESS.

THE MOTION WAS CARRIED UNANIMOUSLY.

T. Lituchy highlighted the sections of the report. With regard to the International Exchange Program, T. Lituchy reported that missions, objectives and policies have been developed, the self-appraisal process has been conducted, the programs have been promoted, students have been recruited, and development of a bi-lateral agreement with a number of European schools has begun. It is expected that work will begin in Asia in the near future. She reported that two new proposals have been developed for funded projects. One is in conjunction with the University of Ottawa and HEC, the PRICAT project, which involves a bi-lateral agreement between Canada and Tunisia. The second proposal is a CIDA Tier II project for Tunisia.

With regard to the University of the West Indies, T. Lituchy reported that this year, year four of a 5-year project, a successful workshop was conducted in August, one student completed the M.Sc. Degree and returned to teach at the University of the West Indies, two students in the Ph.D. program are working on their theory papers, and one faculty member went to the UWI to help students with Finance. She reported that due to the many structural changes at UWI this past year the Faculty was asked to delay sending faculty to UWI for full semester visits until next year. CIDA has given approval for four faculty members to go next year, two will go in the fall and two will go in the winter. As soon as more details are available from UWI, faculty will be notified.

With regard to the China project which ended in summer 1994, she reported that this past summer the National Coordinating Office reallocated funds for summer projects. The Faculty obtained \$69,000 for a Policy and Strategy seminar which took place last summer. Professors Simyar and McGuire were in China, Professor McGuire's report is included in the document along with the budget report.

T. Lituchy was congratulated for the quality of the report.

In response to a question about the evaluation of the China project, T. Lituchy advised that it would be evaluated when the summer project is complete. She advised that one person from CIDA has already visited the Faculty who met with her, Professor Kirpalani and the Dean to complete a list of specific questions related to budget and budget control matters. The UWI project will be evaluated at the end of next year.

It was suggested that faculty members promote the international exchange program to their students and encourage them to apply for the grants available.

IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY T. J. TOMBERLIN THAT FACULTY COUNCIL ACCEPT THE INTERNATIONAL BUSINESS ANNUAL REPORT, CAFC-96-04A-03.

THE MOTION WAS CARRIED UNANIMOUSLY.

3. **Executive Development Annual Report to Faculty Council - CAFC-96-04A-04**

IT WAS MOVED BY V. V. BABA AND SECONDED BY J. MCINTOSH THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO G. LOWENFELD, DIRECTOR, EXECUTIVE DEVELOPMENT.

THE MOTION WAS CARRIED UNANIMOUSLY.

G. Lowenfeld reported a successful year with an increase in net income of 36% and a final anticipated figure of over \$100,000. With regard to the future, he reported that the contract with USC terminated May 1st which will save on costs and increase profits in spite of the increased cost of paper and postage. He announced that CGA and CMA training programs have been initiated due to the efforts of Professor Simyar. The programs are expected to show a profit next year. He reported that over 690,000 brochures bearing the name of Concordia have been mailed out which, combined with the \$400,000 spent on advertising, will bring benefits to the Faculty and University that will not be revealed in a financial statement. In conclusion, he acknowledged the major contribution of his staff who made this success possible.

G. Lowenfeld and his staff were applauded for their efforts on behalf of the Faculty.

IT WAS MOVED BY J. HALL AND SECONDED BY J. A. ROSENBLATT THAT FACULTY COUNCIL RECEIVE AND ACCEPT THE EXECUTIVE DEVELOPMENT ANNUAL REPORT TO FACULTY COUNCIL, CAFC-96-04A-04.

THE MOTION WAS CARRIED UNANIMOUSLY.

4. **Centre for Small Business and Entrepreneurial Studies Annual Report to Faculty Council - CAFC-96-04A-05**

IT WAS MOVED BY D. MORIN AND SECONDED BY V. V. BABA THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO T. O'CONNELL, INTERIM DIRECTOR, CENTRE FOR SMALL BUSINESS AND ENTREPRENEURIAL STUDIES.

THE MOTION WAS CARRIED UNANIMOUSLY.

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T. O'Connell drew attention to page four of the report regarding the web address noting that it should read "home pages" not "user pages". He reported that the first annual Concordia entrepreneurial case competition was initiated this year and a mentoring program was established which prepared participants to enter the Queens and San Diego State competitions. One of the students won the Queens' competition and the entrepreneurship team won a gold in the 1996 Commerce Games.

With regard to external alliances, he reported that Professor Oppenheimer was working with the Minority Institute. The black community has had a ongoing program for two years and contacts have been made with the Cree, Inuit and Mohawk communities. He explained that the goal is to create considerable revenues for the Centre for Small Business by doing joint projects with corporations. In conclusion, he welcomed feedback or suggestions for new initiatives for the Centre.

IT WAS MOVED BY F. RASHKOVAN AND SECONDED BY P. REGIMBALD THAT FACULTY COUNCIL RECEIVE AND ACCEPT THE ANNUAL REPORT OF THE CENTRE FOR SMALL BUSINESS AND ENTREPRENEURIAL STUDIES.

It was confirmed that the Centre had no budget to date. It is hoped that revenue will be generated in the future.

THE MOTION WAS CARRIED UNANIMOUSLY.

5.

Aviation MBA Annual Report to Faculty Council - CAFC-96-04A-06

D. Doreen reported that the program had lost \$250,000 when he assumed the position of Director. He obtained feedback confirming the quality of the program as well as feedback indicating that the two-year program format was problematic. Within an unprecedented six-month period the program was changed to a one-year program. Feedback also indicated that the \$32,000 U.S. tuition fee was too expensive. The fee was reduced to \$25,000 U.S. In response to data that indicated that the majority of interest in the program came from developing countries, efforts have been made to secure scholarships from industry sponsors. It is hoped that the first scholarship award will soon be made by the Prime Minister of Malaysia.

With regard to marketing and promotional efforts, he reported that the past budget of \$10,000 has been revised to accommodate the demand of recruitment in a global market. A video promotion has been produced and a strong presence has been developed on the internet. Applications can now be made directly on the internet. All the promotion material has been revised and refocused. Within the six months taken to revise the promotional materials the inquiry rate doubled.

With regard to enrolments, he reported that the average annual enrolment has been 10 - 13 students while the financial break-even point indicates an enrolment of 20. To date 28 applications have been received for 1996-97 but it is too soon to forecast the actual enrollment until after the GMAT scores are available. He noted that the \$150,000 annual lease for the program premises will terminate this year and the relocation of the program to less costly space while reducing the overhead would also reduce the minimum enrolment needed for a financial break-even. In addition, he reported that the program will receive

\$60,000 generated by a CIDA grant which will bring four individuals from an aviation
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training school in China to audit the program. In conclusion, D. Doreen outlined potential growth areas for Concordia's unique global program which is the best known in the aviation industry and reported that he was cautiously optimistic about the future financial viability of the program. He welcomed suggestions for increasing revenues and cutting costs from interested faculty members.

In response to a question about possible financial support from IATA, D. Doreen stated that financial support comes from IATA in the sense that their committee on Human Resource Development, a fund that all airlines that are members of IATA contribute to, provides funding for training of people in developing countries. He estimated that they contribute approximately \$60,000 - \$80,000 in scholarships per annum. In addition, he reported that IATA paid for the cost of the AMBA display and various other expenses.

IT WAS MOVED BY M. SHARMA AND SECONDED BY J. HALL THAT FACULTY COUNCIL RECEIVE AND ACCEPT THE ANNUAL REPORT OF THE AVIATION M.B.A. PROGRAM, CAFC-96-04A-06.

THE MOTION WAS CARRIED UNANIMOUSLY.

XV **Other Business**

It was announced that a \$6,400 grant from St. Mary's Hospital has been awarded to the research team comprised of Professors C. Bayne, J. Etezadi, - and two graduate students.

IT WAS MOVED BY M. SHARMA AND SECONDED BY J. HALL THAT THE SUMMER QUORUM FOR A FACULTY COUNCIL MEETING BE SET AT ONE-THIRD OF THE MEMBERSHIP.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY J. A. ROSENBLATT THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

XVI **Next meeting**

The next regular meeting of Faculty Council will take place in September 1996. A schedule of Faculty Council meetings for the 1996-1997 academic year will be distributed to members of Council in late July.